

Approved For Release 2001/03/22 : CIA-RDP81-00142R000700080005-5

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KRA's for '78

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## **Does planning START AT THE END in your organization? Or do your people still start at the beginning?**

All too often, people approach planning from the front end. Their ten-year plans are projections of their annual plans. Goals are set to resolve today's problems, resources are allocated to fill today's needs. Unfortunately, this means that the limitations and inefficiencies of today's operations are carried forward, and the future is merely an extension of the past.

There is an alternative to this way of planning. While most organizations still work *from the past*, it is possible to *construct the future*. *Results-Planning* is a unique system for constructing end-points — for the entire company, a department, or a particular job — and measuring progress toward those desired results.

THE CENTER SEMINAR is a three-day course which features a new process for planning, managing, and organizing results. The techniques are applicable in many situations and can be used with equal effectiveness to increase the productivity of a company, the positive impact of a school system, or the efficiency of a governmental unit.

The three days are divided into short working sessions; the learning situation is informal, with an emphasis on learning-by-doing. Each working session includes demonstrations of key principles followed by opportunities for practical applications. You will explore a variety of personal and professional situations, sometimes alone, often in pairs, triads, and small groups.

At the end of three days, you will:

- see a new way to achieve significant results and to bring about constructive change,
- be able to compare the consequences of the Center alternative model to the consequences of the model your organization is presently using, and
- know how to apply *Results-Planning* in personal life and on-the-job situations.

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**DAY ONE: ORGANIZING GET RESULTS**

Learn how to organize to reveal what is not — but could be — happening, rather than to track what *is* happening; how to construct measurable end results; how to make *it happen*.

**DAY TWO: MAN**

Learn how to construct rather than relying on , needs-assessment met from a *maintenance improvement* model.

**Constructing End-Points**

- overview of the new process
  - starting at the end and making results explicit — start-ups and new projects
  - establishing *Key Result Areas* and setting benchmarks
- outline a small personal project or start-up . . . group practice applied to a simulated business or organizational project

**Constructing Different**

- improving an ongoing
  - constructing alternative changing criteria
  - constructing ideas solving problems
- demonstration of t  
an *improvement*  
*wrong* . . . groups o  
velop a new set of  
situation

**Backplanning**

- constructing end-points for ongoing situations
- making qualitative results measurable
- a new basis for evaluating methods and strategies
- planning backwards from *Key Result Areas*

staff demonstration followed by small group work on a simulated ongoing project

**Expanding Purposes**

- working from a broad perspective
  - changing from individual consumer criteria
  - constructing more inclusive purposes
- demonstration of broad purposes . . . model in an individual group looks at external community setting

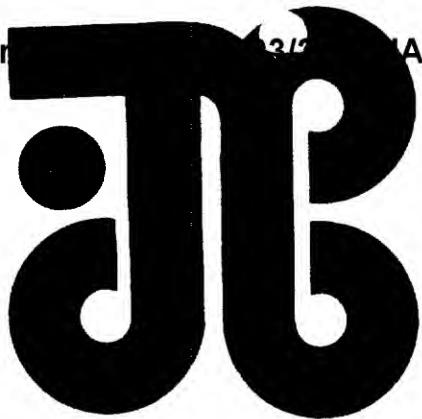
**Designing Feedback**

- revealing limitations in present methods
  - monitoring progress
  - developing feedback and early warning systems to show what is *not* happening
  - changing methods and strategies to make *it happen*
- role play demonstration of feedback principles . . . small group practice developing alternative methods and strategies

**Integrating Results**

- integrating fragmented purposes
  - overcoming the incompatibilities and ineffectiveness of separate purposes
- work alone and in practical differences  
inclusive purpose situations . . . illusory and human service

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THE CENTER FOR CONSTRUCTIVE CHANGE

16 Strafford Avenue  
Durham, New Hampshire 03824

Non-Profit Organization  
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Permit #16  
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## **WHO SHOULD ATTEND**

Center seminars are appropriate for any person interested in the constructive management of organizational, institutional, or personal change. The seminar is a practical experience especially designed for anyone who has a responsibility for the future of an organization, institution, agency, or project. In the past, 40% of the participants have come from business and industry, 30% from education, and the remainder from government, religion, and human services. Among the organizations which are using the Center planning model are: Americana Hotels, Inc., New York, NY; American Optometric Association, St. Louis, MO; Governor's Commission on the Administration of Justice, Montpelier, VT; Greater Manchester Tomorrow, Inc., Manchester, NH; McCord Corporation, Detroit, MI; National Merchandising Company, Natick, MA; Pandora Industries, Inc., New York, NY; University of New Hampshire Board of Trustees Planning Committee, Durham, NH; Vermont Agency of Human Services, Montpelier, VT. If you wish to receive a more complete listing or would like to speak with someone who is familiar with our approach, please call our office.

## **FACULTY**

Frederick M. Jervis, Ph.D., consultant to business, government, educational and social organizations, conducts the course with Thomas O. Marshall, Ed.D., Janis P. Williams, and Caroljoy Gonzaga. Other members of the staff assist.

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ct for improvement,  
problem-solving and  
methods; how to shift  
the model to an

Learn how to identify essential Key Result Areas for change, practice changing toward rather than changing from, how to experience essential problems instead of reacting to what is happening all around.

**Criteria**

oving situation  
native purposes and  
' end-points versus  
he difference between  
approach and what's  
f five to six people de-  
criteria in a simulated

**Helping Other People Get Results**

- moving from strictly personal agendas and goals to helping other people get results
- changing what people pay attention to paired work (involving the development of alternative job descriptions 1) to construct essential result areas for your own job, and 2) to practice helping another person construct a new job context

**Expanding Assumptions**

- helping other people 1) be explicit about what they are trying to accomplish, 2) how they are doing, and 3) what is not working
- work in pairs to develop alternative job descriptions continues

**Identifying Essentials**

ented or competing  
herent inefficiencies  
ess of limited pur-  
pairs to experience the  
e it makes to use an in-  
in a variety of  
trations from industry  
s

- identifying the essential, Key Result Areas that make the biggest difference for change
- three ways to create distance and identify essentials
- experiencing limitations in assumptions which determine our direction and focus
- demonstration of the importance of asking a new question ... role play demonstration of identifying essentials in a small business ... triad groups identify essentials in own organization or job

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## **ABOUT THE CENTER**

The Center for Constructive Change is a not-for-profit, public educational institution built upon a distinctly different model for change. Our approach is designed to help people plan their futures in such a way that they will no longer be victims of factors once thought to be beyond their control, but instead will be able to plan, manage, and construct the results they desire. The Center offers regularly scheduled public seminars and special in-house workshops. Participants are admitted without regard to race, sex, and national or ethnic origin.

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The meeting rooms, restaurant, and hotel are all located in The New England Center for Continuing Education, a modern conference complex adjacent to our own offices in Durham, New Hampshire. The seminar fee includes all instructional materials, meals, and lodging.

## **1978 DATES**

**April 17-19  
May 8-10  
June 5-7**

**September 18-20  
October 2-4  
December 4-6**

*To obtain enrollment information, return the attached card.*

**PLANNING AND MANAGING CHANGE**, a short course sponsored by The Center for

*Active Change, will be offered on the following dates:*

Spring 1978 = April 17-19 Fall 1978 = Sept. 18-20

Oct. 2-4  
May 8-10

June 5-7 Dec. 4-6

Please send more information to:

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